



LUMMI INDIAN BUSINESS COUNCIL

2616 KWINA ROAD • BELLINGHAM, WA 98226 • (360) 384-1489

DEPARTMENT _____ DIRECT NO. _____

RESOLUTION #2011-054 OF THE LUMMI INDIAN BUSINESS COUNCIL

TITLE: Adoption of the Updated Lummi Nation Community Plan.

WHEREAS, the Lummi Indian Business Council is the duly constituted governing body of the Lummi Indian Reservation by the authority of the Constitution and By-laws of the Lummi Tribe of the Lummi Reservation, Washington; and

WHEREAS, The LIBC has the power to adopt resolutions regulating the procedures of the business council itself and subordinate tribal organizations and tribal officials pursuant to Article VI (m) of the Lummi Constitution; and

WHEREAS, the Lummi Nation Community Plan, intended to be “the living voice of the Lummi people”, was developed by the Planning Department, after a lengthy and intensive public process, concluding with its adoption by Resolution 2005-038; and

WHEREAS, the Community Plan includes a provision requiring its update and republication every five years ; and

WHEREAS, the Lummi Planning Department developed community surveys and outreach procedures intended to gauge the success and achievements of the Community Plan, as implemented; and conducted a public review and comment process under the authority of the Lummi Planning Commission, pursuant to applicable codes and policies; and

WHEREAS, the Lummi Planning Department found that the feeling within the Lummi community that the actions of the LIBC should reflect the needs and desires of the Lummi people is still in effect; and

WHEREAS, the Community Plan Update identifies the degree to which the original plan has been successful and the areas where improvement is still needed; and

WHEREAS, the Lummi Planning Commission approved the 2010 Community Plan Update on April 14, 2010, recommending it for LIBC adoption.

NOW THEREFORE, BE IT RESOLVED, that the Lummi Indian Business Council adopts the Updated Lummi Nation Community Plan (Attachment “A”) and authorizes its further and continued implementation by the departments under the authority of the LIBC including development of work plans meeting the needs and desires of the Lummi community; and

BE IT FURTHER RESOLVED, that the Lummi Indian Business Council directs all departments and commissions within LIBC to implement the Updated Community Plan and ensure its goals are met; and

BE IT FINALLY RESOLVED, that the Chairman (or Vice Chairman in his absence) is hereby authorized and directed to execute this resolution and any documents connected therewith, and the Secretary (or the Recording Secretary in her absence) is authorized and directed to execute the following certification.

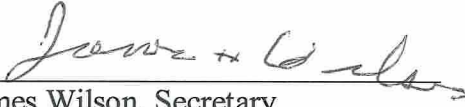
LUMMI NATION



Clifford Cultee, Chairman
Lummi Indian Business Council

CERTIFICATION

As Secretary of the Lummi Indian Business Council, I hereby certify that the above **Resolution #2011-054** was adopted at a **Regular** Meeting of the Council held on the **19th day of April, 2011**, at which time a quorum of **7** was present by a vote of **6 For, 0 Against and 0 Abstention(s)**.



James Wilson, Secretary
Lummi Indian Business Council



Lummi Community Plan

March 2005

Revised 2010 Update



This document is the updated strategic plan of the Lummi Nation, a Federally recognized American Indian Tribe. The Community Plan is intended to be a “living” document, to be used by the Tribal government to guide and assess its vision, direction, and operations. The original plan has been reproduced below in this traditional font style.

Material updated in 2010, including the executive summary, is written in this sans-serif font and boxed. Whenever possible, updated information was inserted after the issue or goal it refers to.

Executive Summary

Background

The Lummi Nation Community Plan is a strategic planning document intended to guide the future of the Lummi Nation. It was compiled by the Planning Department, based on over 800 comments received from the community during seven public meetings held throughout the Reservation from November, 2003 to September, 2004.

The Community Plan was adopted by Resolution #2005-038, authorizing the Planning Department to guide other Lummi Indian Business Council (LIBC) departments in its implementation and including it in the development of their annual work plans.

In 2005, LIBC Departments began to implement the Plan, as it related to their authority and responsibilities. Implementation included improving communication with, and reaching out more to

Lummi Planning Commission

the community to help them achieve Tribal and individual objectives. Other actions addressed Plan objectives like wellness, prosperity and natural and resource protection. Planning Department staff developed and shared, with other departments, tools intended to assist in meeting Plan implementation goals in 2005 and 2006.

While implementation is known to have addressed many of the Plan's objectives, full implementation of all of the Plan's goals was not achieved and there are differences of opinion about the effectiveness of implementation.

Communication

- Despite many adverse comments, there is no question LIBC has made an effort to provide more and diverse communications about its activities. Half to three quarters of respondents agreed LIBC has established good lines of communications. The proceedings of Commissions, Boards, and Committees have become more transparent and inter-cooperative, but comments asked for posted meeting schedules and better attendance and participation by Commissioners. Community Breakfasts, more General Council meetings, publication of the Government Reporter, and regular contributions to the Squol Quol were also cited as good examples of communication fostered by LIBC.
- Still, complaints about closed door meetings, proposals and projects not brought into the public forum before decisions are made were noted in the responses. Specific complaints cited LIBC's refusal to comply with the rule of law and policy by not acting on resolutions passed in General Council meetings.

Education

- The issues and vision for education and educational programs and policies was controversial, with comments both in support of and against the status quo. The majority thought educational opportunity was available to the people, with training and guidance provided for employment and higher education opportunities. Most were happy with the school's support of a combination of standard academics and Lummi culture and language. Many were satisfied with the level of involvement and encouragement in the education process by family, elder, cultural, and community groups—though a large minority was not aware of such programs at all. A few more were less satisfied with the provision of after-school programs, especially those with positive adult role models. One distinctively negative response concerned the qualifications of Education Board members and the problem of teacher turnover and retention. Finally, development of facilities for youth wellness and recreation, a daycare, and a Headstart were universally seen as un-realized goals.
- The community response was divided on whether adequate higher education opportunities and assistance was made available. The Northwest Indian College is not addressed in the community plan, but was mentioned in a few responses.

Lummi Planning Commission

Wellness

- The vision for wellness focused on drug and alcohol abuse and domestic violence as major unresolved problems—virtually all responses identified substance abuse as a major problem. Most said the schools and other programs are less successful than they could be in educating children about drug and alcohol dangers. Nearly all said current enforcement policies are ineffective. Mixed responses were received about community watch programs, availability and quality of counseling services, the effective punishment of drug dealers and establishment of safe places for youth. Most of the community believes it has united on family-based support for recovery of drug abusers.
- Health services were the subject of complaints, centered on dissatisfaction with services provided at the clinic or the narrow range of health care options being available.

Prosperity

- For many in the community, prosperity was seen as a function of entitlement to safe and secure homes, program funding, or jobs, and some blamed LIBC for wasting or misdirecting resources or failing (by not cooperating internally) to reach economic goals. Little more than half thought the vision of prosperity for all was being realized. Only a third of respondents believed revenues fairly benefit the overall community and 80% doubted that a competitive wage structure for LIBC employees has been implemented. Opinions were split on accountability of the LIBC leadership, the effectiveness of economic development efforts, and consistent hiring practices. The majority thought the process to secure assistance to obtain or repair housing through the Lummi Housing Authority (LHA) needed improvement. They also disagreed that the range of types and supply of housing is adequate. Most continued to be concerned with favoritism within the government contributing to unfair hiring and entitlement practices. Very few thought the support for small business development and job creation were doing well and about two-thirds felt LIBC salaries were substandard compared to other governments. Specifically noted in comments were the casino, the Paddle to Lummi, the Gateway Center project, and the various operations and efforts of the LIBC, Lummi Commercial Co. (LCC) and Ventures as money wasters. The Silver Reef Casino is seen by many as providing no employment advantage to the people and no benefit from revenue that is not controlled by the LIBC or LCC. Opinion was evenly divided, however, on the question of continued outside management of the casino.
- The casino employs Indians for about one-third of its workforce. LCC provides employment and significant revenue from tobacco and fuel sales. LIBC spends from a \$70 million budget, administering many programs to benefit up to 5,000 stakeholders. Much of the annual spending is in a social services model—intended to benefit those who need and deserve it most. Over two-thirds of the budget is grant funding—available only if it can be properly administered and accounted for locally. That LIBC chooses to employ, rather than contract for grant administrators means that many of the 300 tribal member families employed by LIBC have family-wage jobs.

Lummi Planning Commission

Resource Management

- The community was divided in its satisfaction with the level of protection and management of cultural and natural resources. About equal numbers thought surface and ground water resources are managed well; that natural resource protection has increased (some said by too much); and that past efforts to clean up solid waste and prevent illegal dumping have been effective. A majority understood why and how land use regulation affects them, and—if they know about it—many supported long-range land use development projects and planning, in general. Two-thirds of respondents thought re-acquisition of Reservation land is lagging and should be more robust. About two-thirds thought both cultural and natural resources are well managed and protected. Most of the negative responses concerning protection referred to cultural resources. Lack of adequate enforcement against trespassing was criticized by many. No one thought LIBC has provided satisfactory solid waste disposal alternatives to the community.

Sovereignty

- The community was equally divided about fairness of the blood quantum and enrollment issues and on the question of LIBC defense of treaty rights. The majority thought culture is being properly overseen and taught and that the Coast Salish culture has been used to guide and unite the Tribe, specifically mentioning the Paddle to Lummi.

Governing and Serving

- The goals and objectives of this vision received many complaints. The overwhelming majority disagreed that LIBC is serving the needs of the community in a responsive, open manner. Two-thirds said LIBC has not become more efficient—that is wastes time, money and effort because people fail to work cooperatively. The majority complained that important decisions are not usually brought the General Council for input. The responses were evenly divided on other issues, including accessibility of LIBC members and that their decisions usually reflect the needs and desires of the people.

Conclusion

The Community Plan update process met its goals for assessment and potential re-direction of LIBC priorities and efforts. While the community generally supported their government, responses left no doubt there are still fundamental challenges facing the Lummi Nation. The assessment highlighted and commended the successes LIBC has had in governance: better communications and public outreach, improving education opportunities, strengthening sovereignty and making modest gains in economic development. Responses identified areas where service to the community can be improved: internal assessment and modification of educational programs, changes in approach for health care and social services, and greater emphasis on finding and using the tools to fight drug and alcohol abuse. Tribal leadership should use the update to develop more public outreach in the near term to enable continued success in Tribal achievements and encourage confidence by the people in the direction and vision of the government.

Lummi Planning Commission

(Original 2005 Community Plan)

The goals in the Community Plan are based on comments received from the Lummi community. These comments were gathered during seven public meetings. First, the Economic Development Department hosted two meetings at the Wex li em Community Center, one for the general community and the other for the Lummi youth (November 22, 2003 and December 7, 2003 respectively). Then the Planning Department hosted a series of five public meetings (July 24, 2004-LIBC chambers, August 7, 2004-LIBC chambers, August 21, 2004-Cagey Smokehouse, September 15, 2004-Little Bear, September 29, 2004-McKenzie community center), during which the attendees were asked to discuss their visions for the future in many areas of life on the Reservation. Over the course of all seven community meetings, approximately 800 comments were received. By reviewing the comments received at these meetings a set of goals, listed without prioritization within each category below, were developed. Appropriately implemented, the Community Plan—the voice of the Lummi People—seeks to improve the quality of life on the Lummi Reservation.

The Community Plan was adopted by LIBC Resolution #2005-038, authorizing the Planning Department to guide other departments in its implementation and including it in the development of their annual work plans.

In 2005, LIBC Departments began to implement the Plan, as it related to their authority and responsibilities. Implementation included improving communication with, and reaching out more to the community to help them achieve Tribal and individual objectives. Other actions addressed Plan objectives like wellness, prosperity and natural and resource protection.

The purpose of the Community Plan is to act as a guide for the future of the Lummi Reservation, as developed by the Lummi Community. Each department within LIBC will be able to use the goals that apply to their department's scope of work, along with the appropriate LIBC budget priorities to develop their work plans that will ensure the current needs of the Lummi community are being met. The goals in this Plan are intended to be general. This allows each department to develop projects, action plans or tasks they feel best meet the goals.

Planning Department staff developed and shared, with other departments, tools intended to assist in meeting Plan implementation goals in 2005 and 2006.

While implementation is known to have addressed many of the Plan's objectives, full implementation of all of the Plan's goals was not achieved and there are differences of opinion about the effectiveness of implementation.

Since the goals and priorities of a community can change over time, it is important that this Community Plan be revised frequently. At least once every five years the entire community involvement process should be redone and the Plan updated as needed. This will allow LIBC to keep in touch with the needs and desires of the community.

In 2009, the Community Plan Update process was included in the Long-range Planning work plan.

Lummi Planning Commission

- The purpose of this update is to provide an assessment of the services and government of the LIBC compared to the vision, issues/concerns, and goals/objectives identified in the Community Plan; and reflected in the perceived well-being and satisfaction of the community.
- The methods and measures used included analysis of an opinion survey and an overview of public meetings in the past year. Staff attended nearly two-dozen meetings since April 2009, listening to issues important to Lummi Elders, youth, culture, and social services, planning, and economic development. General Council meetings, budget hearings, and community breakfasts were monitored.
- Opinion surveys were developed in autumn of 2009, allowing Tribal members to directly assess the stated goals of the Plan compared to their experience and perception. The survey simply asked people whether or not they agree with statements describing the stated goals, objectives, and accomplishments of the plan. Approximately 125 surveys were distributed and responses were received over a three-month period. Survey respondents were Lummi Tribal members of all ages, but dominated by those under 21 years old and middle ages. About two-thirds of respondents were female. The measure we were seeking was affirmation and continued support for the visions, issues and goals identified in the plan and the people's assessment of LIBC efforts to resolve and meet them.

The goals and outcomes anticipated for the assessment would:

- Affirm or reject the Community Plan's purposes and conclusions. Does the community still share the concerns and hopes expressed in the original plan?
- Reveal areas of success and needed improvement and show LIBC where it should and can change its approach, scope, or emphasis. Among all the programs and activities LIBC has engaged in, which ones really worked? Were the plan's goals realistic? Did they go far enough? Do they need to be reassessed?
- Improve services to the community;
- Identify the information and outreach necessary for successful government activities and policies to be perceived favorably by the community—to help LIBC sustain and build its successes. Perhaps the people just need to know to feel empowered, to regain trust, and to participate in their government. Informing is easier than changing.
- Provide a foundation for greater confidence in the direction and vision of the government.

The Planning Department has developed the Comprehensive Land Use Plan (CLUP) in conjunction with the Community Plan update. The goals and objectives in the CLUP are arranged under the same seven visions established in the Community Plan: Communication, Education, Wellness, Prosperity, Resource Management, Sovereignty, and Governing/Serving. The organizational goal of the CLUP is to coordinate, under the authority of the Community Plan, the many programs, policies and work LIBC departments are engaged in—that use or affect land—by referencing and adopting their codes, plans, and guidelines. Planning documents, including master planning, strategic plans, and regulations, are likewise referenced according to their contribution to the vision and goals of the Community Plan. Through the CLUP, the Community Plan has a clear and consistent path toward greater implementation, more in tune with the activities of all of LIBC.

Lummi Planning Commission

In the five years since adoption of the Community Plan, significant changes have taken place in the government of the Lummi Nation. There have been several changes in the coalition and mindset of the Council, resulting in changes of policy, priorities, and direction. Changes have also occurred in the structure, mission, and leadership of many LIBC departments. The General Manager's position has been vacant and filled several times in this period. Tribal priorities have shifted, opportunities and obligations have been met and the overall economic climate has changed.

COMMUNICATION

Despite many adverse comments, there is no question LIBC has made an effort to provide more and diverse communications about its activities. Half to three quarters of respondents agreed LIBC has established good lines of communications. The proceedings of Commissions, Boards, and Committees have become more transparent and inter-cooperative, but comments asked for posted meeting schedules and better attendance and participation by Commissioners. Community Breakfasts, more General Council meetings, publication of the Government Reporter, and regular contributions to the Squol Quol were also cited as good examples of communication fostered by LIBC.

Still, complaints about closed door meetings, proposals and projects not brought into the public forum before decisions are made were noted in the responses. Specific complaints cited LIBC's refusal to comply with the rule of law and policy by not acting on resolutions passed in General Council meetings.



Lummi Planning Commission

Vision or Guiding Principle: It is the vision of the Lummi Community that the lines of communication between LIBC and the community, as well as within LIBC, will always be open and clear.

Nearly 71% of the surveyed community thought this vision was still valid and agreed that LIBC had substantially achieved it.

Existing Tribal Resources: Lummi Nation News (LNN), Squol Quol, Water and Sewer billing, NWIC newsletter, Safety and Wellness newsletter, Lummi Events Hotline.

Despite the loss of some of these resources and agencies contributing to informing the community, communications are expected to improve even more beginning in 2010. The Communications Department has undergone tremendous change and has upgraded it's function and product. The quarterly Government Reporter, based on departmental reports, is a significant improvement to communicating and informing the community with the goal of participation.

Community Concerns:

- There should be more opportunities for the community to get together and discuss whatever issues they feel are important.

56% of responses thought this issue had been adequately addressed.

- The community is not fully aware of what goes on within LIBC or the services LIBC provides. This leads to distrust and a lack of confidence by the community in the job LIBC is doing.

75% of the community thought this issue was still true, but improving.

- A large number of Tribal members feel they either don't know how to voice their concerns to LIBC or that when they do LIBC doesn't listen.

While community opinion was split on this issue, several comments were emphatic and critical—*"LIBC doesn't care about the people."*—was typical.

Goals: One to Three Years

- An increase in public functions that are hosted or at least attended by LIBC members. These functions can consist of General Council meetings, LIBC meetings, community dinners, or other types of social gatherings. By varying the types of meetings the number of people attending will be increased. It is important that Tribal leaders be present at these meetings to let the community know that their concerns are being heard.

The community felt this goal had been only marginally met because many Councilpersons still don't attend the meetings and functions that are held. Council might want to consider some internal controls to assure a robust Council presence at all functions. Continue with what works.

- Develop a system that will ensure that a Tribal member who voices a concern or asks a question of LIBC is followed up with in a manner that lets them know they are being heard.

Nearly 60% of the community indicated dissatisfaction with this goal. A follow-on comment system should be developed for use LIBC-wide. Planning developed an intake form to provide continuity of service and a record from initial contact through resolution.

Lummi Planning Commission

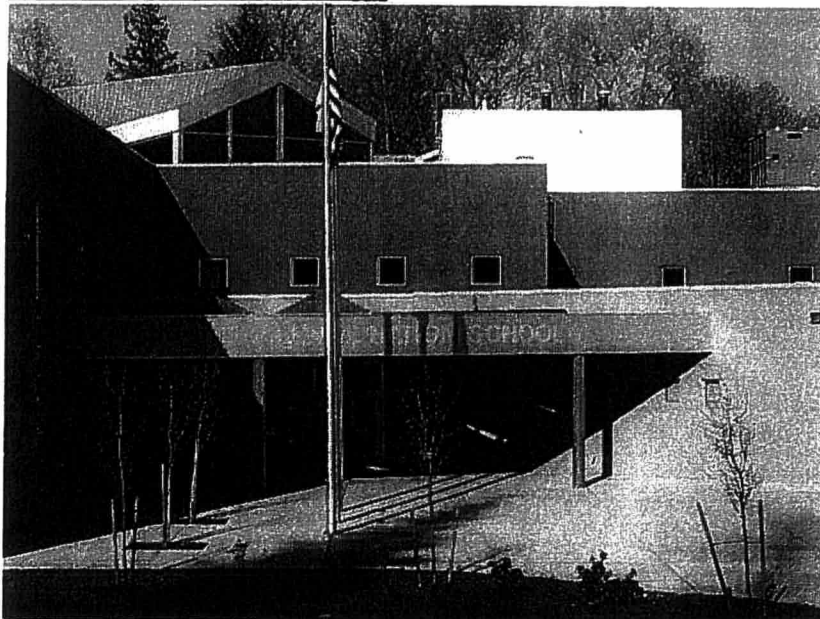
- LIBC needs to take advantage of existing information outlets such as the Communication Department and public meetings to keep the community informed about what is going on within LIBC as well as to educate them on where they need to go to get specific questions answered.

The community was divided evenly on their assessment of this goal, but several responses referred specifically to a lack of LIBC follow-through on requests by the General Council for financial and other information.

- In order to improve people's ability to be heard by LIBC, community members with similar concerns and interests should form groups and then pick someone to represent them in front of LIBC as well as report back to the group. For example, there could be a youth representative who would present the youth's concerns to LIBC and then report back to the youth about what progress has been made concerning their issues.

About 60% of the community thought this goal had not been met very well. Specific comments included, "There are a lot of CBC's but whether they are represented at Council is debatable." and, "They may exist, but we don't know who they are or when they meet." Suggestions included posting CBC meeting schedules and keeping to those schedules.

EDUCATION



Vision: It is the vision of the Lummi Community that everyone has access to a quality education preparing them to be contributing members of the Lummi Nation. Education should not only prepare the individual for future employment, but should also incorporate the history, traditions and culture of the Lummi Nation.

Lummi Planning Commission

The response to the issues and vision for education and educational programs and policies was controversial, with comments both in support of and against the status quo. The majority thought educational opportunity was available to the people, with training and guidance provided for employment and higher education opportunities. Most were happy with the school's support of a combination of standard academics and Lummi culture and language. Many were satisfied with the level of involvement and encouragement in the education process by family, elder, cultural, and community groups—though a large minority was not aware of such programs at all. A few more were less satisfied with the provision of after-school programs, especially those with positive adult role models. One distinctively negative response concerned the qualifications of Education Board members and the problem of teacher turnover and retention. Finally, development of facilities for youth wellness and recreation, a daycare, and a Headstart were universally seen as un-realized goals.

The community response was divided on whether adequate higher education opportunities and assistance was made available. The Northwest Indian College is not addressed significantly in the community plan, but was mentioned in a few responses.

Existing Tribal Resources: Employment Training, Northwest Indian College (NWIC), K-12, Headstart, Daycare, Youth Recreation, Cedar Project, Youth Education and Social Services (YESS).

The Tribal Employment Rights Office (TERO) provides on-the-job and trades-based vocational training. Many of the resources above have been reorganized under Lummi System of Care (LSOC).

Community Concerns:

- There is a need for training that will prepare Tribal members for jobs. The training needs to be geared toward family wage jobs.

A slight majority thought this issue remained unresolved and deserved more LIBC support. *"Need more vocational training."*

- The community realizes the need for higher education, however it is not financially possible for many Tribal members. Tribal members need to be given guidance on how to obtain scholarships.

About even numbers of people thought this issue had been at least partially achieved. Responses from youth, however, were more critical. *"No guidance at the K-12 school."* and *"Lummi higher education scholarship is insufficient for university costs."*

- It is important that the Tribe maintain the NWIC. NWIC should be preparing students to go on and get their four-year degree.
- NWIC is getting away from its Indian roots. There needs to be more classes dealing with Indian issues in the curriculum.

The community was uncertain about the best relationship between the college and LIBC. NWIC is currently completing a master strategic plan.

Lummi Planning Commission

- Education should not only be directed toward the schooling process, but also toward the parents and home life of the children.

Two thirds of the community agreed that this was an important concern and were satisfied with the progress achieved. A thoughtful, dissenting comment: *"Need more school-related family events and programs to support fitness for the whole family."*

- Schooling should support the continuing process of promoting cultural awareness of each child including the respect and understanding of Lummi individuals, family members, and others in the community. Lummi language skills can be an important part of this learning need.

Two thirds of the responses thought this issue was important and showed improvement. Several comments called for more Lummi Language instruction in the K-12 context.

- The education system needs to prepare youth to continue on to higher education.
- There is too high of a turnover rate among schoolteachers.

87% of the respondents agreed with this statement.

- Staff needs to work with parents and children to create and maintain a school atmosphere that promotes education for each individual Lummi child.
- There is a need for excellence in Lummi Schools while maintaining a cultural connection to the families and Tribe.
- There is a lack of vocational training available for the Lummi students in the schools. This lack would need to be addressed towards specific vocation training as compared to traditional shop classes.
- Elders need to be involved in youth education.

This issue was important to the vast majority of the respondents, but was identified as adequate or successful by less than half of the community.

- The Education Commission and College Board need to be comprised of properly qualified individuals.

Two thirds of the community agreed with this goal, but said it had generally not been met.

- There is a need for more after school programs for Tribal youth. These programs need to be easily accessible to the youth and at least some of the programs should make an effort to get entire families involved in their children's education.
- Programs that introduce youth to successful adult role models will allow the youth to learn skills that will be needed when they are adults.

The community was split evenly in their satisfaction with after school programs and successful adult-youth interactions. *"Programs are limited—there could be more."*

Lummi Planning Commission

- The Tribe currently has some good youth programs, however these programs need to be better advertised and funded. Also, programs within the Tribe as well as outside agencies should work together.

A slight majority of people were dissatisfied with the progress of resolving these concerns. *"The tribe doesn't support youth programs."* and *"Youth programs are the first to be cut."*

- Headstart is a good program, however it does need to be moved into a new building.
- Drop off daycares need to be developed in several locations throughout the Reservation.

Unanimous dissatisfaction with the level of progress toward achieving these two objectives.

Goals: One to Three Years

The goals (in both timeframes) for education were easy to understand and specific, which may be why the community had a significant level of dissatisfaction with their achievement. Most continue to be relevant and needed.

Three approaches are recommended: 1)to avoid duplication of effort and missed opportunities, clarify and separate the issues, responsibilities, and programs for education and career training between the LIBC and NWIC; 2)similarly establish and separate the roles of the Education and LSOC in providing extra-curricular programs; and 3)provide, to the Education Department, the support needed to achieve expected results toward its responsibilities for the core and elective (traditional) curriculum of the K-12 School.

- Provide assistance in finding scholarships to all who are interested.

Set up a system and a program, along with an endowment to fund scholarships and scholarship searches.

- Provide elective classes at NWIC that deal with Indian issues.
- Provide parenting classes to new and expecting parents.
- Develop programs to encourage parental involvement in children's education.
- Develop a program to introduce students to adult role models in the community. There should be a special emphasis on including elders.

Continue or expand these programs through LSOC or the Education Department.

- Make vocational training available that is geared towards family wage jobs for those who do not want to go onto higher education.
- Set minimum qualifications for the Education Commission and College Board that will ensure members are able to make adequate decisions.
- Move Headstart into a larger building.

Lummi Planning Commission

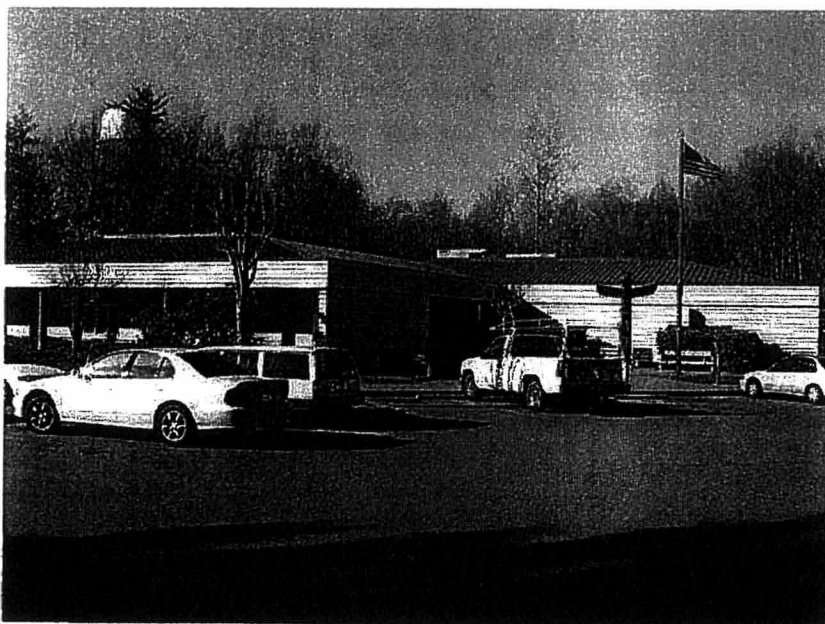
A new Headstart facility is being programmed for development in 2011-12 in the area of the planned Tribal Government Services and Community Center.

Goals: Five to Ten Years

- Reduce the faculty turnover rate of the Tribal school to equal or below the State average.
- Improve the curriculum at the Tribal school to equal or exceed the quality of the curriculum offered at other public schools. In doing so, choose a curriculum that the students can relate to on a cultural level.
- Ensure that NWIC graduates are adequately prepared to continue on to earn a four-year degree.
- Open several affordable drop off daycares in convenient locations around the Reservation.

As one of the most important and complex adjuncts of the Lummi Nation, it is recommended that a focused and structured change be undertaken by the Education department to address needs and desires of the community.

WELLNESS



Vision: It is the vision of the Lummi Community that Tribal members of all ages have a clear, healthy and happy understanding of who they are as individuals, family members and Tribal members. They will also have respect and pride for self, family, Tribe,

Lummi Planning Commission

culture and tradition, as well as respect for those that are different. They will understand and accept that all still have much to learn in life, allowing healing and growth—to live “well” as individuals, families and as a Tribe.

Nearly 70% of respondents thought the Lummi Nation, overall, had not achieved the wellness defined in the vision. One respondent commented: *“Breaking up families is wrong!...need to re-assess the impacts to families caused by LCS/CPS.”*

The vision for wellness focused on drug and alcohol abuse and domestic violence as major unresolved problems—virtually all responses identified substance abuse as a major problem. Most said the schools and other programs are less successful than they could be in educating children about drug and alcohol dangers. Nearly all said current enforcement policies are ineffective. Mixed responses were received about community watch programs, availability and quality of counseling services, the effective punishment of drug dealers and establishment of safe places for youth. Most of the community believes it has united on family-based support for recovery of drug abusers.

Health services were the subject of complaints, centered on dissatisfaction with services provided at the clinic or the narrow range of health care options being available.

Existing Tribal Resources: Life Center (Health Clinic, Family Services, Drug and Alcohol Treatment), Law and Order (Victims of Crime).

The social service providers and others have reorganized in 2010 under the aegis of the Lummi System of Care (LSOC).

Community Concerns:

- Drug and alcohol abuse are a major problem within the community.

Over 95% of the community agreed with this statement. *“Opiates are a huge problem...we need a methadone clinic now!” “Drugs are everywhere on the Reservation...seems like every other house...includes LIBC employees and Council.”*

- There should be more treatment as opposed to punishment of drug and alcohol addicts.
- Drug dealers should be punished to the full extent of the law.
- The community feels that the laws on the Reservation are not being properly enforced.

The community was evenly divided on these issues. Specific comments ranged from, *“We need a balance of treatment and punishment.”* to *“They should all be forced off the Reservation, permanently.”*

- There should be special consideration given to caring for the families of addicts. Treatment needs to be looked at as a community wide process, not only involving the addict but also family, friends, and neighbors.

65% of the people agreed, but some said more could be done, including establishing after-work programs, and full-spectrum social services for the extended families of addicts.

Lummi Planning Commission

- Better counseling services need to be provided.

Half the community thought progress toward this concern was inadequate.

- Community members feel they are not getting adequate service from the clinic. They would like to either see the care provided by the clinic improved or they would like the option to find their own provider.
- The Tribe has to be able to provide adequate services to all Tribal members who choose to make the Reservation their home.
- If the community can learn to come together as one and help out those in need they will be able to provide services that the government cannot.
- Safety on the roads is a major issue for both drivers and pedestrians.

Goals: One to Three Years

- Develop in school, as well as extra curricular programs that will teach children about ways to stay away from, along with educating them about the dangers of drugs, tobacco and alcohol.

70% of the community said such programs...*"are not working."* Again, separation of curricular from co-curricular or social issues is recommended for the Education Department.

- Adopt a zero tolerance policy for drug related offenses.

75% of the people either disagreed with the goal—*"We need to be more compassionate with our people..."*, or thought a zero-tolerance policy was failing—*"If addicts want drugs, they can get them anytime."* One respondent thought, *"...it creates more problems, including long-lasting prejudices and policies that prevent offenders from gaining access to services."*

- Develop community watch programs within each of the individual communities on the Reservation.

A slight majority thought progress toward this goal was unsatisfactory. Many questioned the effectiveness of community watch programs, citing continuing crime and insecurity in their neighborhoods. Community watch programs should be strengthened with more public participation and support from law enforcement and courts.

- Begin developing some recreational resources on the Reservation.
- Open at least one safe house where children can go if they do not feel safe at home.

The community response was overwhelmingly supportive of these goals, but critical of the progress toward providing them. Some applauded the Lummi Youth Academy as an example.

The Lummi Youth Wellness Center, a facility planned for operation under the youth recreation programs, is being developed in 2010.

Lummi Planning Commission

Goals: Five to Ten Years

- Provide greater access to recovery from drug and alcohol addiction. Part of the recovery process should involve counselors working with the family and friends of the addict in order to develop a support group.

There was widespread agreement with the goal, but only half of all respondents were satisfied with the results.

The Lummi Restorative Justice System, which would include alternatives to incarceration, is anticipated to provide support to the community as early as 2012.

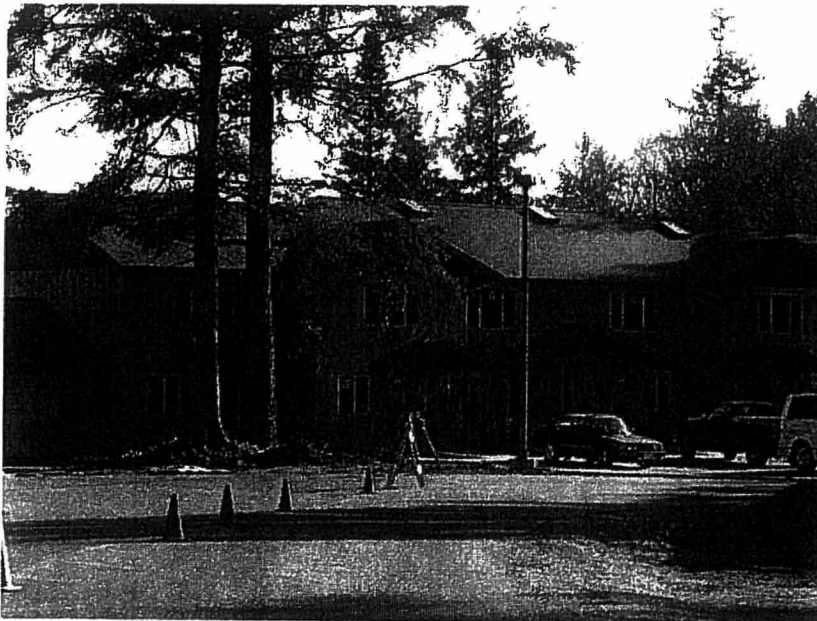
- Improve the health care service and/or allow Tribal members to choose their own service provider off reservation.

65% of the people were dissatisfied with efforts and policies, toward achieving this goal. A deficit in dental care facilities and services were mentioned more than basic medical.

- Implement traffic and pedestrian safety measures throughout the Reservation.

Nearly nine out of ten respondents recognized the modest efforts LIBC has made to plan and develop safe streets and roads. Three major efforts are underway

PROSPERITY



For many in the community, prosperity was seen as a function of entitlement to safe and secure homes, program funding, or jobs, and some blamed LIBC for wasting or misdirecting resources or failing (by not cooperating internally) to reach economic goals. Little more than half thought the vision of prosperity for all was being realized. Only a third of respondents believed revenues fairly benefit the overall community and 80% doubted that a competitive wage structure for LIBC

Lummi Planning Commission

employees has been implemented. Opinions were split on accountability of the LIBC leadership, the effectiveness of economic development efforts, and consistent hiring practices. The majority thought the process to secure assistance to obtain or repair housing through the Lummi Housing Authority (LHA) needed improvement. They also disagreed that the range of types and supply of housing is adequate. Most continued to be concerned with favoritism within the government contributing to unfair hiring and entitlement practices. Very few thought the support for small business development and job creation were doing well and about two-thirds felt LIBC salaries were substandard compared to other governments. Specifically noted in comments were the casino, the Paddle to Lummi, the Gateway Center project, and the various operations and efforts of the LIBC, Lummi Commercial Co. (LCC) and Ventures as money wasters. The Silver Reef Casino is seen by many as providing no employment advantage to the people and no benefit from revenue that is not controlled by the LIBC or LCC. Opinion was evenly divided, however, on the question of continued outside management of the casino.

The casino employs Indians for about one-third of its workforce. LCC provides employment and significant revenue from tobacco and fuel sales. LIBC spends from a \$70 million budget, administering many programs to benefit up to 5,000 stakeholders. Much of the annual spending is in a social services model—intended to benefit those who need and deserve it most. Over two-thirds of the budget is grant funding—available only if it can be properly administered and accounted for locally. That LIBC chooses to employ, rather than contract for grant administrators means that many of the 300 tribal member families employed by LIBC have family-wage jobs.

Vision for Prosperity at Lummi: It is the vision, of the Lummi Community that all families have a home that they can be proud of, an education that allows the individual to reach his or her goals in life, a job that inspires pride and happiness, economic development that provides a wide range of job opportunities for Tribal members.

Little more than half of the surveyed community thought the vision for prosperity had been achieved. Homelessness was cited as the most common, unrealized determinant of prosperity and it was the subject of many specific comments.

Existing Tribal Resources: Housing Department, Economic Development Department (Lummi Commercial Company, Lummi Development Authority), Employment Training Center.

Community Concerns:

- The Tribe needs to start collecting taxes instead of all our tax money going to other governments.

70% of the responses were critical of the lack of progress toward this goal.

- While they do need to be competitive, salaries need to be in line with the work the employees are doing.
- Tribal leaders need to be held accountable for their spending.

Although half of respondents thought performance toward this goal improved, the other half did not know.

Lummi Planning Commission

- The Tribe needs to develop creative and innovative economic development opportunities.

A little more than half of the surveys indicated satisfaction for the progress toward this goal.

- There needs to be fair and consistent hiring practices. The job should go to the most qualified applicant.

Six out of ten people surveyed was dissatisfied with the success of this reform. *"You have to be in the right family to get a job here."* Others commented that Lummi Preference worked against selection based on qualifications, and that the challenge policy caused disruption and additional costs to LIBC Departments.

- The Tribe needs to find ways to develop jobs and training that will provide Tribal members with family wage jobs.

Two thirds of respondents thought the Tribe should do more to provide such opportunities.

- There needs to be an effort to develop new jobs on the Reservation or attract outside businesses that can provide jobs.
- The procedures for dealing with the Housing Department need to be made clearer.
- Community members need assistance in getting repairs, additions and upgrades done to their homes.
- There is not an adequate amount of housing. The housing that is provided should be different for different people, depending on what their needs are.

This issue was considered to be unsatisfactory by a clear majority (92%) of the community.

There should be retail shops or restaurants on the Reservation. (From the youth meeting)

Goals: One to Three Years

- Expand Tribal tax revenues without further burdening Tribal members.
- Increase the communication between LIBC and the community in such a way that the community will be able to better monitor the use of LIBC resources.
- Enforce section 707 (Nepotism) of the LIBC Human Resources Personnel Policy Manual.

Nearly 90% of respondents expressed dissatisfaction with the progress to achieve this goal

- Improve communication between the Housing Department and the community in order to better educate the community on the how to obtain housing or to get work done on existing housing.

Since the Community Plan was developed, the functions of the Housing Department of the Lummi Nation has changed into a HUD-based Lummi Housing Authority—no longer an LIBC agency. Two-thirds of the community thought the level and scope of assistance and services provided by the former department or the present agency were unsatisfactory. Many called the housing policies *"...too restrictive."*

Lummi Planning Commission

Goals: Five to Ten Years

- Develop a range of housing options to fit individuals in different stages of their lives.
- Develop a system that promotes entrepreneurship and job creation on the Reservation.
- Make sure that the salaries paid for Tribal positions are equivalent to those being paid for similar positions at other agencies.

Two-thirds of the responses thought salaries were not at par with other local governments.

- Promote the opening of retail or restaurant business by Tribal members or attract outside businesses to the Reservation.

RESOURCE MANAGEMENT and PROTECTION



The community was divided in its satisfaction with the level of protection and management of cultural and natural resources. About equal numbers thought surface and ground water resources are managed well; that natural resource protection has increased (some said by too much); and that past efforts to clean up solid waste and prevent illegal dumping have been effective. A majority understood why and how land use regulation affects them, and—if they know about it—many supported long-range land use development projects and planning; in general. Two-thirds of respondents thought re-acquisition of Reservation land is lagging and should be more robust. About two-thirds thought both cultural and natural resources are well managed and protected. Most of the negative responses concerning protection referred to cultural resources. Lack of adequate enforcement against trespassing was criticized by many. No one thought LIBC has provided satisfactory solid waste disposal alternatives to the community.

Lummi Planning Commission

Vision for Resource Management and Protection at Lummi: It is the vision of the Lummi Community that the Tribe's cultural, land and natural resources will be managed in a way that allows Tribal members to meet their needs (ex: cultural, housing, economic, recreational), while at the same time preserving and enhancing these resources for future generations.

Two-thirds of the respondents agreed with and were satisfied with this vision, but a few were very concerned with cultural resources management. One extremely bitter comment: "...LIBC abandoned our ancestors at Semi-ah-mah."

Another commented that illegally dumped dock parts and discarded tires within the aquaculture sea-pond are both the fault and responsibility the Tribe to clean up.

Existing Tribal Resources: Planning Department (Construction, Facilities Management, Water and Sewer, Project Clean up), Natural Resources, Culture Department (Schelangen (Lummi Tribal Historic Preservation Office (LTHPO), Cultural Contract Services Department (CCSD))).

Community Concerns:

- Ground water and surface water on the Reservation are not being properly protected.
- The Tribes is not taking full advantage of its water resources.

The community was evenly divided on these issues in 2010.

- There needs to be a greater effort made to protect the natural resources of the Reservation.

Two-thirds of the community thought progress this goal was satisfactory.

- Trespassing is a problem that needs to be dealt with.

75% of the community was dissatisfied with the level of response to this concern.

- The Tribe should make an effort to buy back non-Tribal land on the Reservation.

Less than one-third of the respondents thought LIBC was making satisfactory progress in re-acquiring land.

- Planning staff should work to better inform the community about the intent and implications of land use regulations.

A slight majority of the respondents said they understood why and how land use regulations affect their land use development goals.

- Development projects need to be properly planned, taking current use as well as future use into consideration.

About two-thirds of the community was satisfied with long-range and current land use project development.

Lummi Planning Commission

- The community feels there should be a major effort to clean up the Reservation.
- The work that Project Clean-up has done so far has not gone unnoticed, however they do not currently have the funds or resources to clean up the entire Reservation on their own. The Tribe needs to provide a means for community members to dispose of trash.

The effectiveness of past clean up efforts were reaffirmed by the community—especially the erection of gates blocking dumping areas, but about 60% were not satisfied with more recent enforcement against illegal dumping, and no one thought the tribe has provided alternative solid waste disposal opportunities.

- Cultural sites and resources need to be protected and made available for use for cultural purposes.

Two-thirds of the responses were dissatisfied with the level of protection of cultural resources.

Goals: One to Three Years

- Enforce trespassing laws.

Enforcement against trust land interests must have the cooperation of the BIA. As a significant expression of sovereignty, LIBC should lobby the Bureau to ~~enforce~~ *enforce existing regulation* ^{grm}

- Expand the existing land acquisition program.

Compliance with section 42. , of the Lummi Code of Laws would provide an adequate level of funding to achieve the objectives in the Planning Department approved Strategic Land Acquisition Plan. LIBC should ensure budgeted amounts for land acquisition

- Improve the communication between the Planning Department and the community in an attempt to better educate the community on the need for and how land use regulations work.

The Planning Department should continue with the successful efforts it initiated in 2005. Positive changes included: 1) development of a series of brochures describing and guiding readers through the full range of services and functions of the Department; 2) use of an intake and follow-up process to assist Tribal members when they do make a request; and 3) a Department-wide commitment to regular submittal of reports and news of our efforts and plans. As before, Planning is willing and ready to assist other departments in more fully implementing the Community Plan.

- Improve funding for Project Clean-up.

Unfortunately, Project Clean-up funding was eliminated in 2007. Since then, some of the program equipment was loaned to other programs (in 2010, the Work First program) that include a clean-up component.

- Include long range planning into all development projects.

Attainment of this goal depends on the willingness of program managers and Tribal leadership to plan comprehensively. Development of the Comprehensive Land Use Plan, under the aegis of the Community Plan provides guidance and direction for inclusion of long-range planning in pre-construction development planning.

Lummi Planning Commission

- Develop a system that allows the use of cultural resources for cultural purposes.

The community is unaware of any systematized use protocols for cultural resources.

Goals: Five to Ten Years

- Implement economic development that takes advantage of existing water resources.

This goal is yet to be realized in a significant way and may need to be re-stated or qualified if groundwater resources are best considered for conservation instead of exploitation.

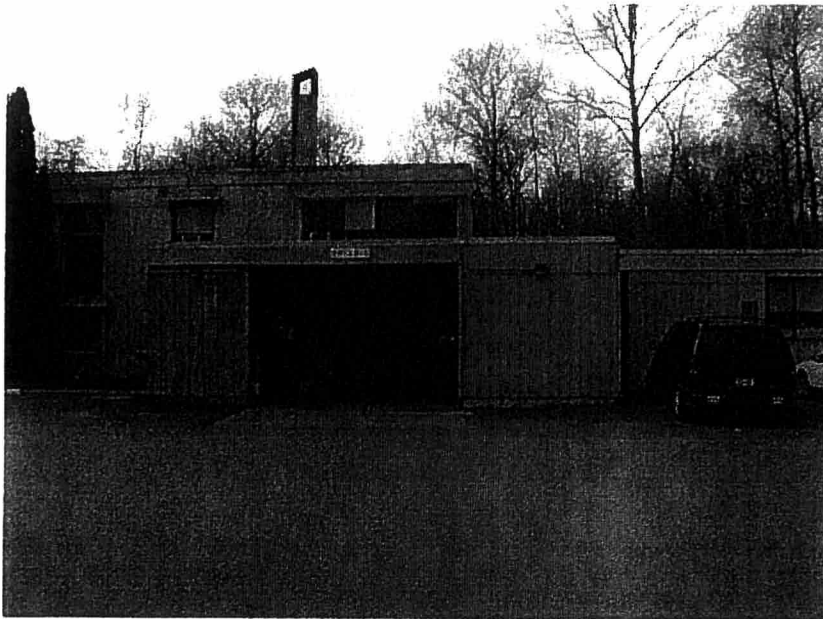
Master development planning for Gooseberry Point will more fully develop the potential for commercial fishing and the benefits of a regional marina.

- Develop a system to dispose of household trash on the Reservation.

The Natural Resources Department's solid waste management plan is in process of development for implementation in 2011.

- Clean up of existing contamination in and around waterways and enforce existing protection laws.

SERVING (GOVERNING)



The goals and objectives of this vision received many complaints. The overwhelming majority disagreed that LIBC is serving the needs of the community in a responsive, open manner. Two-thirds said LIBC has not become more efficient—that is wastes time, money and effort because people fail to work cooperatively. The majority complained that important decisions are not usually brought the General Council for input. The responses were evenly divided on other issues,

Lummi Planning Commission

including accessibility of LIBC members and that their decisions usually reflect the needs and desires of the people.

Vision for Serving (Governing) at Lummi: It is the vision of the Lummi Community that LIBC will provide for the needs of the community in a responsive manner, which fosters open communication and the responsible use of Tribal resources.

Over 90% of the responses were dissatisfied with LIBC attainment of this vision.

Existing Tribal Resources: Lummi Indian Business Council members, General Manager's Office, Planning Department (Realty), Finance Department, Human Resources Department, Accounting and Purchasing Department, Information Systems Department, Legal Counsel, Public Defender.

Community Concerns:

- Members of the community feel that the decisions being made at LIBC do not reflect the needs and desires of the community.

The community was evenly divided on this question.

- Decisions need to be made based on what is best for the entire community.
- There is a feeling of disconnect between the community and LIBC. A major cause of this problem is that there is very little communication between LIBC and the community. The community is not aware of what goes on within LIBC, which caused a lack of trust.

Several survey questions dealing with accessibility, outreach, consensus-building and sharing of information revealed continued dissatisfaction with progress toward resolving these concerns.

- Lummi Tribal members should make decisions concerning the direction the Lummi Nation will go.

60% of the community feels important decisions should be brought before the General Council for input—and that isn't happening.

- The Tribe needs to plan for the future.
- Tribal government needs to become more efficient. Too much time, money and effort is being wasted because people do not work together.

Two-thirds of the community said LIBC was still not working together.

Goals: One to Three Years

- In order to improve people's ability to be heard by LIBC, community members with similar concerns and interests should form groups and then pick someone to represent them in front of LIBC as well as report back to the group. For example, there could be a youth representative who would present the youth's concerns to LIBC and then report back to the youth about what progress has been made concerning their issues.

Lummi Planning Commission

The Tribe should continue with efforts contributing to achievement of this goal. Grassroots politics and policy-making are important and effective in small local governments. LIBC could do more to foster and recognize the interests of community groups.

- Increase the visibility of LIBC members by increasing the number of public gatherings (General Council meetings, town meetings, dinners, etc.) hosted and/or attended by LIBC members.

LIBC should continue sponsoring these events, being sure to provide adequate notice and accommodation.

- Increase the communication and cooperation between LIBC departments.

One recommended policy was to establish formal and regular interaction and cooperation between the Commissions, Boards, and Committees, including cross-attendance and development of coordinated mission and projects.

- Require more long range planning from all LIBC departments in order to accommodate the expected growth in population on the Reservation.

Nearly two-thirds of the community agreed with this goal, while only about half were satisfied with the achievement of it. Long-range planning should be participating in all development where a Tribal land allocation is required or when a significant economic development proposal is made.

- Bring important decisions to General Council to be voted on.

Establish and improve a protocol to incorporate the will of the General Council into LIBC decision making process and provide follow-through toward their decisions.

SOVEREIGNTY



Lummi Planning Commission

The community was equally divided about fairness of the blood quantum and enrollment issues and on the question of LIBC defense of treaty rights. The majority thought culture is being properly overseen and taught and that the Coast Salish culture has been used to guide and unite the Tribe, specifically mentioning the Paddle to Lummi.

Vision for Sovereignty at Lummi: It is the vision of the Lummi Community that the Lummi Nation is able to govern itself in a way that takes into account the cultural needs of Tribal members.

The community was satisfied, overall with this vision.

Existing Tribal Resources: Tribal Courts, Culture Department (Schelangen (Language)), Archives Department, Enrollment Department, Grants and Funding Department.

Community Concerns:

- The Tribe needs to aggressively defend its Treaty rights.

The community agreed that fishing and hunting rights are being adequately defended.

- Blood quantum for Tribal enrollment should be lowered or eliminated.
- There is disagreement on who should and shouldn't be considered a Lummi Tribal member.

Responses were evenly distributed on whether or not the questions of enrollment qualifications and blood quantum have been satisfactorily resolved.

- People who are properly trained should teach culture classes. The development of culture classes should be overseen by a culture committee, which is comprised of individuals who are properly trained in Lummi culture.

This concern received support and nods of satisfaction for its achievement from eight out of ten respondents, but a few comments suggested a mutual mistrust of culture and the common people—too much secrecy and discord in the interpretation of the culture.

- The Coast Salish culture is a uniting factor within the Lummi Nation. This culture should be further enhanced and used as a guiding force within the Tribe.

Nearly 80% of the responses agreed with this statement and were satisfied in it. Several mentioned the Paddle to Lummi as a good example.

- Lummi traditions need to be taught starting at a young age. However, there is disagreement as to whether or not this should be done in the schools.

Goals: One to Three Years

- Defend existing Treaty rights.
- Set a standard for Tribal enrollment that will promote the continuation of the Lummi Tribe.

Lummi needs to resolve this issue, according to a slight majority of the responses.

- Promote the Coast Salish/Lummi culture using properly trained and educated Tribal members.

Conclusion

The Community Plan update process met its goals for assessment and potential re-direction of LIBC priorities and efforts. While the community generally supported their government, responses left no doubt there are still fundamental challenges facing the Lummi Nation. The assessment highlighted and commended the successes LIBC has had in governance: better communications and public outreach, improving education opportunities, strengthening sovereignty and making modest gains in economic development. Responses identified areas where service to the community can be improved: internal assessment and modification of educational programs, changes in approach for health care and social services, and greater emphasis on finding and using the tools to fight drug and alcohol abuse. Tribal leadership should use the update to develop more public outreach in the near term to enable continued success in Tribal achievements and encourage confidence by the people in the direction and vision of the government.

Structure and process of the next update

When the next update of the Community Plan is scheduled, the Plan will be ten years old and will have reached the "horizon" of its most long-range goals. It should be assumed to have outdated or impractical goals since all goals should have been either achieved or modified to fit the evolving conditions. It is recommended that the ten year update process incorporate a public outreach effort similar to the original and reorganization of the vision, issues and goals suitable for another decade of use.

Lummi Planning Commission



LUMMI INDIAN BUSINESS COUNCIL
2616 KWINA ROAD • BELLINGHAM, WASHINGTON 98226 • (360) 384-1489

RESOLUTION #2005-038 OF THE LUMMI INDIAN BUSINESS COUNCIL

TITLE: Adoption of Community Plan

WHEREAS, the Lummi Indian Business Council is the duly constituted governing body of the Lummi Indian Reservation, by the authority of the Constitution and By-laws of the Lummi Tribe, of the Lummi reservation, Washington; and

WHEREAS, there is a feeling within the Lummi community that the actions of the Lummi Indian Business Council should reflect the needs, wants and desires of the community, and

WHEREAS, in January 2004, the Lummi Indian Business Council directed the Planning Department to develop a Community Plan, and

WHEREAS, the Planning Department hosted a series of five public meetings in locations all over the Reservation in order to gather input on the communities concerns, and

WHEREAS, all of the comments received during the five public meetings were published in a special edition of the Squol Quol that was widely distributed throughout the Lummi community, and

WHEREAS, one final public meeting was held at which a draft of the Community Plan was presented to the public in order to make sure their concerns had been adequately addressed.

NOW THEREFORE, BE IT RESOLVED, that the Lummi Indian Business Council adopts the Community Plan to be used by the departments of LIBC in developing work plans that will meet the wants and needs of the community, and

BE IT FURTHER RESOLVED, that the Lummi Indian Business Council directs all departments and commissions within LIBC to cooperate with the Planning Department in the implementation of the Community Plan in a way that will ensure the goals of the Community Plan are met, and


BE IT FINALLY RESOLVED, that the Chairman (or Vice-chairman, in his absence) is hereby authorized and directed to execute this resolution and any documents connected therewith, and the Secretary (or the Recording Secretary, in his absence) is authorized and directed to execute the following certification.

LUMMI NATION


Darrell Hillaire, Chairman
Lummi Indian Business Council

CERTIFICATION

AS Secretary of the Lummi Indian Business Council, I hereby certify the above Resolution #2005-038 was adopted at a Regular Meeting of the Council, held on the 7th day of March, 2005, at which time a quorum of 10 was present by a vote of 8 FOR, 0 AGAINST, and 1 Abstention(s).


Timothy Ballew Sr., Secretary
Lummi Indian Business Council

LUMMI INDIAN BUSINESS COUNCIL - ACTION FORM

CLEARANCES	Initial	Date	Date Received in Council Operations	Agenda Date	Assigned to
Originator: Douglas McDonald	<i>DM</i>	3/16/11	3-23-11		
Reservation Attorney Mary Neil	<i>MN</i>	3/17/11			
Division Director Richard Jefferson	<i>RJ</i>	3/12/11			
CBC Chairperson Shasta Cano-Martin	<i>SC</i>	3/18/11			
Office of Administration Ralph Jefferson	<i>RJ</i>	3/18/11			
Chief Financial Officer JulieAnn Solomon	<i>JS</i>	3/18/11			
Treasurer: Cheryl Sanders	<i>CS</i>	3/21/11			
Chairman/Vice Chair: Cliff Cultee/Candace Lane Wilson	<i>CLW</i>	3/22/11	Received by: <i>VWA</i>		
Subject: 2011-054 Adoption of the Updated Lummi Nation Community Plan					
Attachments: Attachment "A"					
Name of Resolution Presenter: Richard Jefferson/Doug McDonald			Should Council schedule a hearing? () Yes () No Requested Date:		

REQUIRED 2 line Summary of Resolution for Gov't. Reporter.	DISTRIBUTION REQUEST	
<p>Adopt the Updated Lummi Nation Community Plan and, to ensure its goals are met, authorize its implementation by LIBC Departments and CBC's, including development of work plans meeting the needs of the Lummi Community.</p>	<p>Indicate those who should receive a copy after Council Action.</p> <p>List specific names to the right.</p>	
Council Action Taken:	LIBC Chairman	
	LIBC Vice-Chairman	
	LIBC Secretary	
	LIBC Treasurer	
	Chief Executive Officer	
	Policy Analyst	
	Chief Financial Officer	
	Reservation Attorney	
	Court	
	Cultural	
	Economic Development	
	Education	
	Facilities Management	
	Health/LIFE	
	Human Resources	
Information Systems		
Related Resolution Numbers:	Law & Order	
	Natural Resources	
Related Contract #:	Planning	Richard Jefferson/Lynn St.Hilaire
	Other	
This Resolution Number:		
<p>2011-054</p>		